

Michigan or what it is in Detroit or what it is in Wayne County, right? Is there a national unemployment rate that is meaningful? Are there trends in all these countries that make the overall rate of unemployment in each less important than the rates among different sectors of the society, especially among people who, because of their long-term unemployment, their lack of skills, or their isolation from investment opportunities, have absolutely lost touch with the labor markets?

Second, what's the best strategy for worldwide cooperation on monetary and fiscal policy to stimulate growth and create jobs? How do we balance our fears of inflation with the need for economic growth?

Third, how can we build a social safety net that helps our people advance and helps our economies grow? Can we provide lifelong learning, help people to balance the demands of work and family, give people health security, and still keep our economies dynamic? And if so, what is the best way to do that?

Fourth, history has shown productivity brings better jobs and higher wages. But how do we, when change is so rapid, make the case to our people that this will be true in this time as it has always been true in the past? And with the rapid technological change of the information age, how can Government policies and business practices show workers that change and productivity can be harnessed for their advantage?

None of us can find the answers to all of these questions just within the borders of our individual countries. At this conference, as we share our insights, our views, and our practical experiences, every one of our nations will benefit. If we find new and effective ways to generate jobs and increase incomes, the working people of all nations will be the winners. It is my hope that this conference will continue the work that we began last year where these great industrial nations work together to get things done.

For years, the G-7 nations consulted with each other about the great issues of macroeconomics and global finance. Today, we are beginning a serious conversation about the economic well-being of ordinary people in each of these countries. This is an historic, important, and long-overdue moment.

We all must succeed. If any of us fails to convince our people to embrace change, then that nation might well retreat from the global economy. That could set off a downward spiral of protectionism and lower growth and turning backward which could affect us all.

If the faces of the new economy, these fine people I introduced here today can have the courage to change, then so can we, each of us as nations. We can proceed in the spirit that President Roosevelt called bold, persistent experimentation. If we can move forward from this conference filled with the faith that we can make change work for the ordinary citizens in these countries, for all of our people, then we will succeed. And we will go from this conference to the meeting of all of the leaders of the G-7 countries in Naples with a real agenda where we can all be committed to going forward here.

Let me say that, in closing, we've faced a lot of difficult and decisive choices like this before. We haven't always made the right decision. At the end of World War I our nations turned inward, and it led us to depression and another world war. After World War II, our nations turned outward. They faced the future courageously. Old enemies embraced each other in a common cause of human development. Alliances were built; institutions were created that kept the peace, promoted prosperity, advanced democracy, and won the cold war.

Now we have to choose once again. And this conference is a part of that choosing. Will we have the courage to embrace change and build our people up? I think I know the answer. Together we have to find it.

Thank you very much.

NOTE: The President spoke at 10:45 a.m. in Fox Theater. In his remarks, he referred to Mayor Dennis Archer of Detroit.

Remarks at Detroit Diesel in Detroit March 14, 1994

Thank you very much. Thank you very much for that wonderful welcome and for the tour and the opportunity I had to shake hands with so many of you. When you were asked how many of you had roots in my home State, I met seven or eight people just walk-

ing through the line, and I read in the morning paper that the University of Arkansas now has to be in the same NCAA championship bracket as Michigan. So some of you are going to have divided loyalties. *[Laughter]* I'm just scared about it. I don't know.

I want to thank my good friend Congressman John Conyers for being here and for his eloquent remarks. And I want to thank Senator Don Riegle for what he said and for all the years of service he gave to Michigan and to the United States. He didn't speak like he was retiring from the Senate today, but he says he is, and I thank you, sir, for your service. Two other Members of your congressional delegation came with me, and they're over here somewhere, Senator Carl Levin and Congressman John Dingell, who is going to help me pass a good health care plan for all the American people. Thank you both for being here. Thank you, Owen Bieber, for being here and for being my friend and comrade. And I want to thank Lud for this wonderful tour of this plant and also Jim Brown; your local UAW leader is not up here with us, but he met me. He challenged me to go running with him next time I came. It was all I could do to run with the mayor today. I don't know if I can handle him. *[Laughter]* And I want to say a special word of thanks to Roger Penske for saving all of your jobs and giving you something good to do.

You know, I'm in Detroit today because we are having a day-and-a-half meeting of the finance and economic ministers of the so-called "G-7 nations." They're the big industrial nations of the world that have been meeting together for many years now, Japan and Germany and France and Great Britain and Canada and Italy and us. I think that's seven. I didn't keep count when I was going through. And all of these countries, interestingly enough, are having real problems either creating jobs or raising the incomes of their working people, even when their economies are growing. Everyone except the western part of Germany has a higher unemployment rate than the United States, and yet, we know in this country, for about 20 years, the average wages of working people have been almost stagnant, barely keeping up with inflation, if at all. So this is a worldwide problem.

We know part of it has to do with global competition, part of it has to do with not changing with the pace of technology.

There are a lot of things that we know. I wanted to come here today to illustrate that while nobody can fully describe the problem, we do know how to solve it with people like you and plants like this. You know, I'm a racing fan, so I knew all about Roger Penske. I've actually been to Indianapolis and seen the 500. But I think the race he's winning here with you and your lives and your children is far more important than any Indianapolis race he will ever win, because our country is riding on it.

We know it works if labor and management work together. We know it works if there is good technology. We know it works if there's a commitment to sell abroad as well as at home. We know it works if everybody has a passionate, abiding commitment to quality. I like the fact that you no longer have a check for quality at the end of the line, but everybody has to do it all along the way, so that everybody has responsibility for the final product. We know that stuff works. And when you strip it all away, I want you to just think about it: What works in this plant would work not only in every other workplace in America but would go a long way toward solving our other problems.

I always tell people that I got into this work, and I certainly ran for President fully aware of all the hazards and pitfalls, because I had the old-fashioned view that the purpose of public service was to bring people together and to get things done and really, to exalt the dignity and potential of every individual. And if you think about it, the reason this deal is working for you is everybody is important, everybody counts, and people work together. And if we could, in everything we do, think about what we could do to exalt the dignity and the potential in every person, we'd be a long way ahead. All these little children growing up in troubled family situations, in neighborhood situations, in difficult and even dangerous schools, nobody's thinking about their dignity or their potential.

Every day, so many things happen in this country from so many forces of power designed to strip people of their dignity, to undermine their potential, to weaken their abil-

ity to become what God meant them to be. And I just wanted to come here because what you have done is terribly important not only for you and your families but as an example of what we ought to do economically and socially as a country as we look toward the 21st century.

I am convinced that in spite of all of the tough times we've been through as a people over the last 20 years, I am convinced that we can go into the next century as the greatest country in the world with our children looking forward to the most exciting future and the most peaceful future any people have ever known if we remember that we're going up or down together, so we might as well get together, and if we remember that we have to build on one another's strengths and we have to build each other up, not tear each other down, and if we remember we can fight over dividing the pie all we want, but unless we're growing the pie, unless we're making a better life for everybody and producing something that is good, we are not going to succeed.

Those basic lessons that have led you to double your sales, that have given you markets around the world, and that got the kind of cheer that you gave Roger Penske today are lessons that America ought to learn, that every other advanced country in the world ought to learn, and that I am trying as hard as I can to make sure, guide every decision I make as your President and every decision our administration makes. So you just remember that. What you're doing here is what America ought to be doing: getting people together, getting things done, building human dignity. If we can do that, there is nothing we cannot achieve.

Thank you. God bless you all. I love being here.

NOTE: The President spoke at 1:26 p.m. In his remarks, he referred to Owen Bieber, president, and Jim Brown, plant chairman, United Auto Workers; Ludwick Koci, president, Detroit Diesel Company; and Roger Penske, chief executive officer, Detroit Diesel, and owner and manager of the Penske racing team.

Exchange With Reporters in Boston, Massachusetts

March 14, 1994

Resignation of Webster L. Hubbell

The President. I haven't talked to him yet, and I haven't talked to him since this whole issue came up, but now I will call him as soon as I possibly can. I do think, based on what I understand the facts to be, it's the right thing. He strongly feels that he will be vindicated, but it's going to take some time for him to do it and that he shouldn't be working at a public job while he's doing that. And I think that's right.

Q. Do you think he did something wrong, Mr. President?

The President. I have no—I do not know—I have no knowledge of the facts. Based on my knowledge of him, I find that hard to believe. I mean, the most—I think if you talk to the hundreds and hundreds of people who feel they know him, they'd all have a hard time believing that. He's one of the most widely esteemed people that I've ever known. He had very few detractors. So I think that we just have to take him at his word, give him a chance to go home and deal with this, and see what happens. I think he did the right thing.

He also, I want to say, has been an enormous contributor at the Justice Department, really had an enormously positive impact there from the early days of my administration. I am very grateful to him. And he is a good personal friend of mine, as all of you know. I just—I wish him well. I hope that it works out. But I think he made the right decision because he wants to go home and really defend himself and work through this thing. And we'll just see what happens.

Q. Do you feel, Mr. President, that this is another perceived setback for your administration? It seems like you've come under a lot of deep fire lately.

The President. Well, this is something—as I've said, I have no knowledge of this. We'll just have to see what happens. But I'm not worried about that. We'll proceed with the Justice Department, and we'll go right on. This is, for me, more of a personal deal for Webb Hubbell and for his many, many